

1 September 1972

MEMORANDUM FOR:

SUBJECT: Progress Report on Training of Analysts Study

1. This is to report on where we stand on the analyst training study and to point out some ideas which have occurred in the meantime.

2. I should have my draft of the CIA portion ready by the end of next week. (All parts are complete except a section on external training which I can't finish until I receive more information from OTR from an individual who is on leave this week.)

3. The descriptive part of the study will be about a dozen pages long and will show that CIA indeed has gone pretty far in training (or at least exposing) a lot of production analysts to the new techniques being introduced elsewhere in government, academia and industry. What it will not show is the degree to which such methods are actually used in the production of intelligence - a very relevant part of the effort to come up with recommendations for changes in the production process. What I have been able to find out (without going into the DDI and DDSAT Directorates) is that a considerable number of analysts, particularly in FMSAC, OSR and OER, use computer assistance in their analysis, but that very few people apparently actually use techniques such as decision theory, Bayes, linear programming, regression analysis, queuing theory, network analysis, etc. From what I gather, one of the primary reasons is the reluctance of the middle-level managers to use new techniques - either because they don't trust or understand them or because they don't see their applicability or that they can be used speedily enough. OTR has made pretty fair efforts, nonetheless, to acquaint a lot of middle-level managers with such techniques, but they just haven't caught on in practice.

4. The more I think about the problem, the more I believe the techniques are applicable to many intelligence analytical problems and would be of use in papers which purport to be deep analyses of situations. (I think the use of such techniques in current intelligence is pretty far off, at least insofar as we produce current intelligence now.)

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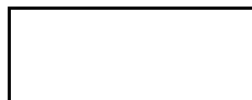
5. [] from the Information Science Center - who teaches a lot of the training courses - is quite sure that he is selling his product, at least conceptually, to most of the analysts he trains, but he recognizes the reluctance of managers to adopt the new ideas. He says that it will be a long-term effort to get the ideas across in practice, but one thing which he believes can and should be done soon is to introduce the practice of stating predictive judgments in numbers rather than in words expressing various levels of probability. These can be come by using quite simple techniques. This would not be a big intellectual hurdle to get the managers over and he thinks it would be an important improvement in the credibility and understandability of the product.

6. He said that even before I had started on this project, the ISC people had believed the ISC should best be placed under the DCI/IC. I have suggested this to you and have talked to him about it in a very speculative way to explore the proposition that it might be a way of accelerating the introduction of these new techniques throughout the community. We also talked about expanding the use of the ISC as a point of consultative help for people working on specific intelligence problems and as a point where the applicability of the new techniques can be tested on real live problems, perhaps in competition with line analytical shops. The point would be to prove or disprove that the state of the art warrants large-scale application in the production process.

7. One line of speculation was that we might want to elicit from Andy Marshall his idea of a particular live intelligence problem to which he wanted the new techniques applied. It could be a test case with considerable clout to prove or disprove the efficacy of the new ideas.

8. I want to get [] together with [] because apparently [] doesn't know much, if anything, about the ISC and its potential. I think he will be encouraged when he finds the Agency is doing as much as it is. There would still remain the problem of application of techniques to production, which is what gives rise to paragraphs 6 and 7 above.

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